# University of Santa Clara Bulletin

## THE MASTER OF BUSINESS ADMINISTRATION PROGRAM IN

# AGRIBUSINESS

SERIES IX • NUMBER 3 SEPTEMBER 1979

Institute of Agribusiness
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053

1979-1981

## OBJECTIVES OF THE INSTITUTE

The primary objective of the Institute is to help young people prepare for careers in management in the agricultural sector. With our changing economic, political, and social environment it seems that the demands placed on managers in U.S. firms are ever-increasing.

We do not believe that an MBA program can by itself prepare managers, but it can provide a foundation for an able young person to grow into positions of increasing responsibility more quickly and more effectively. Formal education along with useful early job experiences is in our view the ideal preparation for management.

In addition to its work with U.S. students the Institute seeks to work with promising young people from developing countries. It is being recognized increasingly that solutions to the world's food problem will require world-wide effort. The Institute with its location in the midst of California agriculture, which may well be the most highly developed and diversified in the world, is in a unique position to provide a framework of study and practical experience for those who look forward to careers in agriculture in their home countries.

As another objective the Institute also seeks to provide research results on problems and opportunities of importance to business firms, institutions, and governmental agencies which have an interest in agribusiness.

Dr. Ronald L. Stucky
Director

## THE CURRICULUM

The curriculum consists of three major parts:

Nine general MBA courses

Eight agribusiness courses

Four electives

The primary purpose of the program is to provide a solid foundation in all major areas of administration with special emphasis on topics which are particularly important in the agricultural sector. However, time also is provided to develop special competence in an area of each person's choosing. For example, a student from a developing country may want to focus on agricultural project development. Others may want to build elective concentrations in accounting or marketing research.

Those who enter the program with sufficient academic background and experience may complete requirements for the MBA degree in twelve months; however, the program has the flexibility for plans of study of up to eighteen months or more for those who have special needs. Emphasis early in the program tends to be on the basic courses which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that each person can begin to relate the basic material to his own professional interest. In the latter stages of the program most of the time is devoted to agribusiness courses.

The Institute's calendar is divided into three ten-week quarters during the academic year and two six-week sessions in the summer. Typical programs thus can be arranged as follows:

| | Number of Credit Courses | |
|---|---|---|
| | Plan I | Plan II |
| First Fall Quarter | 5 | 4 |
| Winter Quarter | 5 | 4 |
| Spring Quarter | 5 | 4 |
| First Summer Session | 3 | 2-3* |
| Second Summer Session | 3 | 3 |
| Second Fall Quarter | 0 | 3-4 |
| | 21 | 21 |

**Upon approval of the Faculty six weeks of summer field experience or independent research may be used for up to two electives.*

For those who have had little or no undergraduate mathematics, the School requires two courses, Mathematical Analysis I and II, which cover topics through differential and integral calculus.

All students must develop a minimum level of competence in the use of the computer facilities. This requirement may be satisfied in one of three ways:

1. Passing a special test upon the completion of a no-credit laboratory;
2. Completing Computer Concepts I with a satisfactory grade;
3. Securing approval of the M.B.A. Committee by petition to waive computer requirement because of prior comparable experience and / or courses.

The program includes approximately fifteen days of field investigations including a brief trip into Mexico so that there is first-hand opportunity to

observe production and processing practices and visit with top management people.

There also is a two-quarter commodity trading exercise in which all students are asked to manage a commodity trading account. Both of these activities are organized on a pass / no pass basis with no tuition charge.

Students who have had a major in their prior degree programs in one of the following fields — Accounting, Economics, Finance, Management, Marketing or Quantitative Methods — may with the approval of the M.B.A. Committee on written petition, substitute free electives for the two required courses in that particular area of specialization. However, this approval will be limited to one field. All students must complete the work in at least five of the fields listed above in their programs.

Students who have successfully completed prior course work in the following fields — Accounting, Economics, Finance, Management, Marketing or Quantitative Methods — may petition in writing to the M.B.A. Committee for approval to substitute advanced work in the same fields for the required courses in those particular areas of specialization.

## General Courses

*Accounting I and II*

These courses are designed to provide students with an understanding of the objectives and relevancies of typical accounting systems. Accounting and cost information are major elements in planning and controlling enterprises; therefore, a major part of these courses is devoted to the use of accounting data in a wide variety of administrative situations. Among the areas included are basic accounting principles, cost elements in pricing, volume-cost-profit relationships, cost control, and design and supervision of accounting systems.

*Economics I and II*

The objective of these two courses is to provide the students with a thorough understanding of the operations of an economic system both at the micro and at the macro levels. The first course focuses on business decision-making and the response of business decisions to changes in supply and demand conditions and on the effects of alternative market structures and alternative business policies on the pricing and output decisions of the individual firm. In the second course, particularly, emphasis is placed upon economic forces which influence the level of income, employment, output, prices, interest rates, and economic growth.

*Financial Management I*

This course is developed from the viewpoint of the financial manager who has the responsibility for the day-to-day management of a company's financial position as well as partial responsibility for long-range financial policy formulation.

It is devoted to short-term working capital problems, including a study of the working capital cycle, cash budgeting procedures, and the major types of short-term loan arrangements.

*Management I*

The objective of this course is to increase the student's leadership skills and his ability to function effectively with others in the initiation and execution of company programs and policies. Specific topics include the motivation of employees, leadership techniques, and the social and psychological factors which influence organizational effectiveness.

*Marketing I*

The marketing course provides an opportunity to develop skill in preparing comprehensive, integrated marketing programs.

It is concerned with all basic functions of marketing including product selection and development, selection and organization of distribution channels, pricing, analysis of the role of advertising and personal selling in the marketing program, and uses of marketing research. Throughout the course emphasis is placed on the key importance of knowledge of consumers and their response to marketing decisions.

*Quantitative Methods I and II*

These courses are designed to familiarize students with the major statistical and mathematical procedures which have application in administration. Quantitative techniques have become increasingly useful in the planning and control of enterprises. Concepts of statistical decision theory, for example, can provide a manager with a way of handling situations where data of uncertain accuracy form the basis for decisions. Emphasis in these courses, therefore, is on the major ideas of the growing management science approach to decision making. Major emphasis in the first course is on the techniques of traditional statistical analysis such as correlation and regression analysis. In the second course, the emphasis shifts to consideration of some of the newer analytical concepts such as linear programming and other related techniques and statistical decision theory.

## Agribusiness Courses

*Managers' Seminar in Agribusiness*

This introductory course sets the scope of the work to follow in the agribusiness course sequence. Emphasis is on current issues both in the United States and international agribusiness. Topics include issues in areas such as processing and distribution, financing enterprises, project development, and international trade. A unique feature of the course is that it is taught primarily by members of the Institute's Advisory Board, which is listed elsewhere, along with other top managers from industry, government, and related agencies.

*Marketing Products of the Agricultural Sector*

Building on the basic marketing and economic courses, the emphasis of this course is on the competitive market structure, the marketing institutions and marketing problems of agricultural products at both the domestic and international levels.

*Farm-Ranch Enterprise Management*

A study of possible combinations of land endowment, material capital, and human resources emphasizing the effective utilization of labor through the organization and management of the work unit.

*Agricultural Price Analysis (Elective)*

Principles of price determination of agricultural products, price differences and variability, and pricing institutions. Emphasis is placed on empirical analysis involving techniques such as regression. Must be preceded by Economics I.

*Commodities and Futures*

An introductory course that focuses on the commodities traded on futures exchanges. A highly applied course, it is designed to improve the students ability to analyze a commodity system and put this to beneficial use. Topics include the function and operation of futures markets, price movements and determinants of price, speculative trading approaches, and technical and fundamental analysis. Students play a computerized trading game where they invest in the commodities market.

*Hedging and the Commercial Use of the Commodity Futures Markets*

The use of the futures market to manage price risk by commercial firms. The course is designed to give practical exercise in hedging in the futures market. Topics include the measurement and management of price risks, the objectives of hedging and alternative approaches, cash-futures price relationships and development of a hedge plan. Students make the hedging decisions for a case firm, utilizing the commodity futures trading game. Frequent assignments are made, with students taking the role of risk manager for a firm.

*Seminar in Commodities (Elective)*

This course is an advanced course in commodities which is designed to allow a student to explore a topic of his interest. It is specifically designed for the empirical investigation of speculative and/or hedging strategies, price prediction models, price behavior, evaluation of futures market performance and other topics.

*Managing the Agribusiness Enterprise I and II*

Capstone courses integrating problems of production, marketing, and finance as they relate to management decisions in agribusiness. Cases

from agribusiness firms are used to point up the social and legal framework within which management decisions must be made. Both courses focus on long-run strategic planning.

*Public Policy and the Agricultural Sector (Elective)*

A study of the effect government policies and programs since 1933 have had on (1) the price structure and competitiveness of agricultural products on the domestic and export markets, (2) agricultural labor through poverty programs, minimum wage and labor law legislation, and foreign-labor contract policy, and (3) on production methods through curtailment of insecticides, etc.

*Independent Research (Elective)*

A written in-depth study in an area approved by the director usually involving field collection of data. The report is prepared in the first summer session.

*Field Experience (Elective)*

A specially-designed job situation in which the student studies a problem of particular importance to the company's management. The activity culminates in a written report providing recommendations for action and supporting analysis.

*Project Planning (Elective)*

An introduction to those evaluation and planning techniques — such as profit analysis, cost-benefit analysis, linear programing, budgeting — necessary in preparing proposals, financing, and managing agribusiness projects.

*Commodity and Futures Trading Exercise I, II, and III*

Students manage a commodity trading account. Each student makes daily buying or selling decisions. A computer program provides weekly summaries of each participants performance.

*Field Investigations I, II, and III*

A series of ten trips visiting agricultural supply, production, processing, and distribution firms in California and Mexico. Conferences with managers of firms are emphasized as a basis for analysis of the firms' economic structure and operating procedures.

## General Electives

*Accounting*
- Managerial Accounting
- Accounting Problems I and II
- Planning, Budgeting and Control
- Taxation I and II
- Auditing

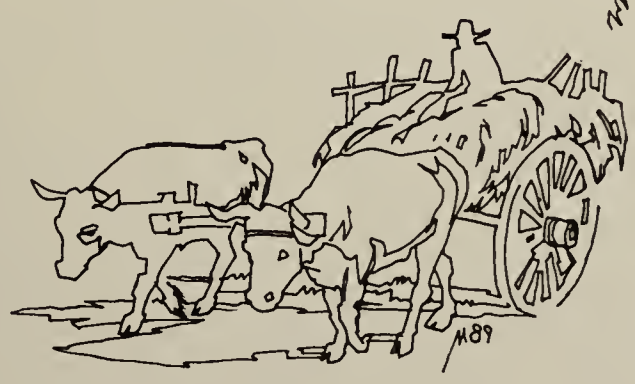
*Economics*
- Econometrics I, II, and III
- Economic Policy
- International Trade and Development
- Business and Economic Forecasting
- Economics of the Public Sector
- Flow of Fund Analysis
- Economics of Planning

*Finance*
- International Financial Management
- International Monetary and Financial Relations
- Real Estate Finance
- Management of Financial Institutions
- Investment Portfolio Management
- Dynamics of the Financial System

*Management*
- International Management
- Social Psychology of Management
- Union-Management Relations

*Marketing*
- Advertising Management
- Consumer Behavior
- New Product Policy
- Retailing
- International Marketing
- Management of Marketing Research

*Quantitative Methods*
- Operations Research I and II
- Management Information Systems
- Forecasting Methods
- Computer Concepts I and II
- Simulation for Business Decisions



## Methods of Instruction

A variety of approaches to learning are used including collateral readings, computer assisted instruction, lectures, films, small discussing groups, report writing, and business games; and the case method is used extensively throughout the program.

It is the view of the Faculty that a young manager can develop an ability to analyze that leads to sound judgment better through the study of a large number of cases than in any other way. No two case situations are alike. Rarely is there an obvious correct solution to the issue posed in the cases. Thus the student must learn how to handle a wide variety of complex situations often with insufficient information in a responsible way and in a way which will lead to satisfactory action. In brief, in most situations solutions to management problems must be found for which there usually are no answers in any book.

One of the major purposes of each course is to help develop the habit of examining problems from an overall administrative point of view. Most plans of study are organized on a non-thesis basis so that ample opportunity is available to develop breadth of coverage.

## Entrance Requirements and Procedures

A bachelor's degree is required for admission. All undergraduate majors are acceptable although those related to the biological sciences are particularly desirable. In evaluating applications, the School is concerned primarily with an individual's capacity for management responsibility.

To apply a person should submit an application form in duplicate. The check for the application fee of $20.00 should be made payable to the University of Santa Clara.

Before an application can be evaluated, all transcripts of college credit and the GMAT score must be on file at the University. One should write directly to the registrar of each school of collegiate grade attended and listed on the application, and have two transcripts sent directly to the Institute of Agribusiness.

Two recommendations are required. Forms to be used for this purpose will accompany the application forms.

Applications, GMAT score and transcripts should be addressed to:

Director
Institute of Agribusiness
Graduate School of Business
University of Santa Clara
Santa Clara, CA 95053
Telephone: 408-984-4086

All candidates for admission must take the Graduate Management Admission Test (formerly ATGSB) given by the Educational Testing Service, Box 966, Princeton, NJ, 08540. Test scores supplement other admission criteria in evaluating the aptitude of applicants for graduate study in business. GMAT applications are available from the Institute.

TOEFL examination results are required of all foreign students from non-English speaking countries.

All credentials and transcripts which are submitted become the property of the University.

All qualified men and women receive consideration for admission without regard to race, creed, color, or national origin.

## Degree Requirements

The Master of Business Administration degree in Agribusiness will be granted after completion of a minimum of 21 courses. All credits must be earned in graduate courses open only to graduate students. Undergraduate courses may not be substituted in the satisfaction of this requirement. Residence requirements of the University may be met by completing 19 graduate courses in the Santa Clara Graduate School of Business and Administration within six calendar years.

To qualify for the M.B.A. Degree, a student must have an overall average of 2.25 in all the work taken in the Graduate School of Business at the University of Santa Clara. A "C" grade is considered a minimum passing grade in each course.

The maximum number of courses earned at other institutions which will be accepted towards the M.B.A. Degree will be two. This work in order to be acceptable must have been taken during the five years prior to the student's registration in the M.B.A. program at Santa Clara, and have been in graduate classes open only to graduate students.

## Continuation in Program

Permission to register in the Graduate School of Business does not, in itself, imply that the student is accepted or will be accepted as a candidate for an advanced degree. Once a student has completed 6 graduate courses beyond the basic courses he must petition to continue in the program for the M.B.A. Degree. If the petition is not approved, the student will be asked to withdraw and will not be allowed to continue in the M.B.A. Program.

## National Affiliation

Both the Graduate and the Undergraduate Schools are accredited by the American Assembly of Collegiate Schools of Business.

## Rights Reserved

The curriculum and regulations affecting students may be revised at any time at the discretion of the University Administration. Other general requirements may be found in the 1979-81 Graduate School of Business Bulletin.

## Academic Expenses

Tuition is $278 per credit course, payable on the date of registration. Books and supplies for the calendar year are approximately $400.

Application Charge. . . . . $20.00

This charge is to be sent with each application form and is not refundable.

Registration Fee. . . . . 5.00

This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.

Diploma and Graduation Fee. . . . . 30.00

Payable in quarter in which degree is granted.

## Refund of Tuition

Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition. No refunds of tuition will be made after that time. The registration fee is not subject to refund.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

## Financial Aid

Financial assistance at the University of Santa Clara is awarded on the basis of demonstrated leadership and character, superior academic record, and financial need. Assistance generally is categorized as scholarships, loans, deferred payment plans and jobs.

Because scholarships and grants are limited, many students applying for aid find the most advantageous method of financing their education through a loan program. Among those available to students are the National Direct Student Loan Program and Federally Insured Student Loans. It is also possible for graduate students who are residents of California to apply to the California State Scholarship and Loan Commission for graduate fellowships. Application forms and further information may be obtained from the Office of Financial Aids.

## Living Arrangements

There is a wide variety of rental living units available near the University, and elementary and secondary schools in the community are highly regarded. Consequently, married students are encouraged to bring their families with them.

## The Community Environment

The University of Santa Clara is strategically located at the extreme south end of San Francisco Bay 50 miles from the city of San Francisco.

Santa Clara is centered in the bountiful and temperate Santa Clara Valley protected by mountains rising to 4,000 feet on the East, West and South. The cultural and entertainment centers of San Francisco, Berkeley, Oakland and Marin County are within one hour's travel by bus, train or car. In the opposite direction, about thirty minutes away, are the beaches of Santa Cruz on the Pacific Ocean, and less than two-hours drive from the campus is world-famous Monterey Peninsula and Carmel.

The University is accessible by major airlines via San Jose Municipal Airport just three miles away and via San Francisco and Oakland International Airports.

About 60 miles due south is the lush Salinas Valley agricultural area with the Pacific Ocean and a low mountain range on the West and another on the East. This valley is a major producer of a wide variety of vegetable crops.

## Climate

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years the average maximum temperature was 71.4 degrees and the average minimum 41.6 degrees. The sun shines an average of 293 days a year and the average annual rainfall is about 15 inches.

# STUDENTS IN RESIDENCE — 1979-1981

**Al-Omar, Abdallah**
B.A., University of Riyadh, 1972
(Saudi Arabia)

**Aforo-Addo, Ephriam**
B.S.C., University of Ghana, 1972
(Ghana)

**Baldwin, Thomas L.**
B.S., University of Santa Clara, 1978

**Bonnet, Andre G.**
B.A., Fresno Pacific College, 1978

**Breschini, Randolph E.**
B.S., University of the Pacific, 1978

**Dizon, Ronald**
B.S.C., Ateneo de Davao University, 1978
(Philippines)

**Falomir, Francisco E.**
B.S., New Mexico State University, 1978
(Mexico)

**Ferrell, Lawrence D.**
B.S., University of California, Davis, 1973
B.A., University of California, Davis, 1979

**Fisher, Kevin M.**
B.S., University of California, Davis, 1978

**Fourchy, Craig F.**
B.S., St. Mary's College, 1978

**Grossman, Sally Ann**
B.A., Newcomb College, 1964
M.A., University of California, Riverside, 1972

**Haake, Robert A.**
B.S., University of San Francisco, 1977

**Hixson, Robert M.**
B.S., University of California, Davis, 1979

**Hurley, Brian C.**
B.S.C., University of Santa Clara, 1979

**Hutt, Mary C.**
B.S., University of Santa Clara, 1976
M.A., San Francisco State University, 1978

**Kanda, Johnson E.**
G.C.E., Bishop Herman College, 1961
G.C.E., Adisadel College, 1963
B.S.C., University of Ghana, 1967
D.I.P., United States Department of Agricultural Graduate School, 1976
(Ghana)

**Lacayo, Haroldo S.**
B.C., Concordia University, 1978
(Nicaragua)

**Latta, John**
B.S., University of California, Davis 1978

**Loge, Timothy D.**
B.S., California Polytechnic State University San Luis Obispo, 1975

**Long, Jeffrey S.**
B.A., University of California, Davis, 1975

**McCarthy, Michael M.**
B.A., George Washington University, 1973

**Manildi, Joseph S.**
B.A., Stanford University, 1968

**Medeiros, Rick**
B.A., University of Santa Clara, 1978

**Miller, Todd N.**
B.A., University of Kansas, 1977

**Mitchell, Deri I.**
B.S., Tuskegee Institute, 1978

**Nitzsche, Regina P.**
B.S., Escola Superi or de Agricultura Luiz de Querioz Universidade de Sao Paulo, 1978 (Brazil)

**Onayemi, Olawale B.**
B.S., University of Maryland, 1973
M.S., Southern Illinois University, 1978
(Nigeria)

**Perez, Eduardo A.**
B.A., Youngstown State University, 1968
M.A., University of Akron, 1976

**Plank, Karyn J.**
B.A., University of California, Santa Barbara, 1975

**Polini, Jeffrey J.**
B.S., University of Santa Clara, 1977

**Pompei, Kimberly D.**
B.S., California State Polytechnic University, San Luis Obispo, 1978

**Puplampu, Yvonne E.**
B.A., University of Sierra Leone, 1970
M.A., Stanford University, 1977 (Ghana)

**Roush, Michael M.**
B.A., University of California, Davis, 1978

**Scilacci, William J.**
B.A., University of California, Los Angeles, 1977

**Sy, Henry C.**
B.A., De La Salle University, 1977
(Philippines)

## PLACEMENT

In its first five years the Institute has awarded more than 100 M.B.A. degrees. A majority of the U.S. alumni have found jobs in the agricultural sector. Typical employers are seed producers, farm management companies, and processing firms. Approximately one-fourth of our U.S. alumni have joined commercial banks and other financial institutions.

A few alumni have started their own agribusiness firms. One now operates a substantial fleet of grain-hauling trucks, while another has been highly successful in growing and marketing honeydew melons. Other graduates have earned law degrees or passed the C.P.A. examination. One graduate is employed by a member of the House of Representatives as an agricultural aide. Several others have moved into international business. One, for example, took a position as the capital budgeting officer in Central America for a large importer of bananas.

Approximately one-fourth of our students come from developing countries, including Ghana, Liberia, Peru, Colombia, Malaysia, the Philippines, and Thailand. Since there is relatively little free enterprise in the agriculture of developing countries, most of our foreign alumni have returned to government or teaching positions related to agriculture. One, for example, is on the staff of the Deputy Minister of Agriculture in the Philippines. Several have joined local development banks in their home countries. One graduate manages a government-operated farm in East Africa; another is working for a local private consulting group in Nigeria. A few foreign students have found opportunities with U.S. multi-national firms.

Placement services are directed by *Mrs. Garland White*. Mrs. White, respected as one of the best known placement educators in the state, will provide an important line between our students and the world of work. Part-time, full-time and summer employment for students fall under her direction as well as work-study and on-campus employment.

The Center offers a variety of services and programs to all graduate students of the University. Some specific, on-going programs are as follows:

MBA Placement, coordinated by *Ms. June Ahmadjian,* assists the students and alumni of the Graduate School of Business with career exploration, preparation and placement appropriate to their academic training, experience and career goals. Workshops are conducted regularly on resume writing, interviewing techniques and the strategies of the job search. An MBA resume book is published annually. The MBA Update, a newsletter is published weekly. Throughout the year this office sponsors a variety of programs involving professionals in industry and government to speak on pertinent topics of interest. MBA Placement is located in Benson 228. Office hours are 11:A.M. - 8:P.M. Monday - Thursday and 8:00 - 4:00 P.M. on Friday.

Each year a large number of national, regional and local companies as well as government and educational agencies interview on our campus for career opportunities. All students graduating within the academic year are eligible to participate in this recruiting program. Career Faires for exploration as well as Job Fairs are annual events sponsored by Placement.

There is a career resource library which offers a wide range of career and job search information, employment data, salary surveys as well as company brochures.

# Advisory Board

## INSTITUTE OF AGRIBUSINESS

**WILLIAM ARMANINO**
Vice President
J. Armanino & Son, Inc.

**CHARLES A. BLACK**
President
Mardela International, Ltd.

**HOWARD J. CONNOLLY**
Director of Merchandising
Florida Citrus Commission

**DR. PATRICK HEFFERNAN**
President
Basic Vegetable Products, Inc.

**DR. JOHN KNECHEL**
Head, Agribusiness Analysis
Bank of America

**RICHARD LYNG**
President
American Meat Institute

**WALTER W. MINGER**
Senior Vice President
Bank of America

**J. L. TORMEY**
Senior Vice President
McCann-Erikson Inc.

**EDWARD A. MIRASSOU**
President
Mirassou Vineyards

**DR. EMIL MRAK**
Chancellor Emeritus
University of California, Davis

**WILLIAM J. NAUMES**
President
Naumes of Oregon

**F. FENTON O'CONNELL**
Director, O'Connell Ranches

**JACK RATHJENS**
Private Agricultural Consultant

**JAMES T. SCHMUCK**
President
U.S. Grocery Products
Group Vice President
Del Monte Corporation

**J. G. SHEA**
Vice President-Public Relations
Southern Pacific Company

**HARRY E. TREMBATH**
President Emeritus
Nulaid Foods, Inc.

**JOHN L. WOOLF**
President
Woolf Farming Co. of Calif., Inc.

# UNIVERSITY ADMINISTRATION

William Rewak, S.J., Ph.D.
*President*

Patrick A. Donohoe, S.J., Ph.D.
*Chancellor*

Paul L. Locatelli, S.J., D.B.A.
*Academic Vice President*

# Professors Emeritus

**CHARLES J. DIRKSEN (1938)**
*Dean and Professor of Business Administration, Emeritus*
B.S.C., M.S.C., Saint Louis University; LL.D., University of Santa Clara

**JOHN PAGANI (1954)**
*Professor of Business Administration. Emeritus*
B.S.C., University of Santa Clara; Ph.D., Stanford University

**JOSEPH M. TRICKETT (1958)**
*Professor of Business Administration, Emeritus; Former Director, Center for Leadership Development*
Ph.B., Washburn University; M.B.A., Ph.D., Stanford University.

# Current Faculty

## GRADUATE SCHOOL OF BUSINESS AND ADMINISTRATION

**MARIO L. BELOTTI (1959)**
*Professor of Economics and Business Adminstration and Chairman, Department of Economics*
B.A., M.A., Midwestern University; Ph.D., University of Texas

**MARLYNN K. BOHMAN (1969)**
*Associate Professor of Business Administration*
B.S., University of Utah; M.B.A., University of California; C.P.A., State of California; Ph.D., University of Utah

**WARNER O. BRANDENBURG (1967)**
*Associate Professor of Business Administration*
B.S.C., Northwestern University; M.S., Ph.D., University of Illinois

**ALBERT V. BRUNO (1971)**
*Professor of Business Administration and Chairman, Department of Marketing*
B.S., M.S., Ph.D., Purdue University

**DENNIS BURTON (1977)**
Lecturer in Business Administration
B.S., J.D., University of New Mexico; M.B.A., University of California, Los Angeles

**DAVID F. CALDWELL (1978)**
Assistant Professor of Business Administration
B.A., Whitworth College; M.S., Washington State University; Ph.D., University of California.

**GERALD F. CAVANAUGH, S.O. (1979)**
*Visiting Professor of Business Administration and Charles J. Dirksen Professor of Business Ethics*
B.S., 1953, Case Institute of Technology; M.B.A., 1958, Ph.L., 1959, Saint Louis University; S.T.L., 1965, Loyola University, Chicago; D.B.A., 1968, Michigan State University

**ENG UNG CHOO (1979)**
*Acting Assistant Professor of Business Administration*
B.Sc., 1967, Nanyang University; Ph.D., 1971, M.Sc., 1976, University of British Columbia

**FRANCIS J. CORRIGAN (1967)**
*Professor of Business Administration and Chairman, Department of Finance*
B.S.C., Saint Louis University; M.B.A., Stanford University; Ph.D., Saint Louis University

**RICHARD T. COZ, S.J. (1963)**
*Assistant Professor of Economics and Business Administration*
A.B., M.A., Gonzaga University

**MASAKO N. DARROUGH (1976)**
*Assistant Professor of Economics and Business Administration*
B.A., International Christian University, Tokyo; Ph.D., University of British Columbia

**ANDRÉ L. DELBECQ (1979)**
*Dean and Professor of Business Administration*
B.B.A., 1958, University of Toledo; M.B.A., 1961, Ph.D., 1963, Indiana University

**HENRY G. DEMMERT (1968)**
*Associate Professor of Economics and Business Administration*
A.B., University of Santa Clara; M.A., Ph.D., Stanford University

**WILLIAM F. DONNELLY, S.J. (1969)**
*Professor of Economics and Business Administration*
B.S.C., M.S.T., University of Santa Clara; M.A., Gonzaga University; Ph.D., New York University

**JAMES L. HALL (1971)**
*Associate Professor of Business Administration*
B.A., Bates College; M.B.A., Rutgers University; Ph.D., University of Washington

**PAUL V. HARRELL (1963)**
*Assistant Professor of Business Administration*
B.A., University of California at Los Angeles; M.Acc., Univers of Southern California; C.P.A. State of California

**J. M. HEINEKE (1968)**
*Professor of Economics and Business Administration*
B.S., St. Ambrose College; Ph.D., University of Iowa

**JOHN M. HYNES, S.J.**
*Director of Counseling in Business Administration*
A.B., M.A., Gonzaga University; M.A. Th., Alma College

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Graduate School of Business
INSTITUTE OF AGRIBUSINESS
CALENDAR 1979-80

## Fall Quarter 1979-80

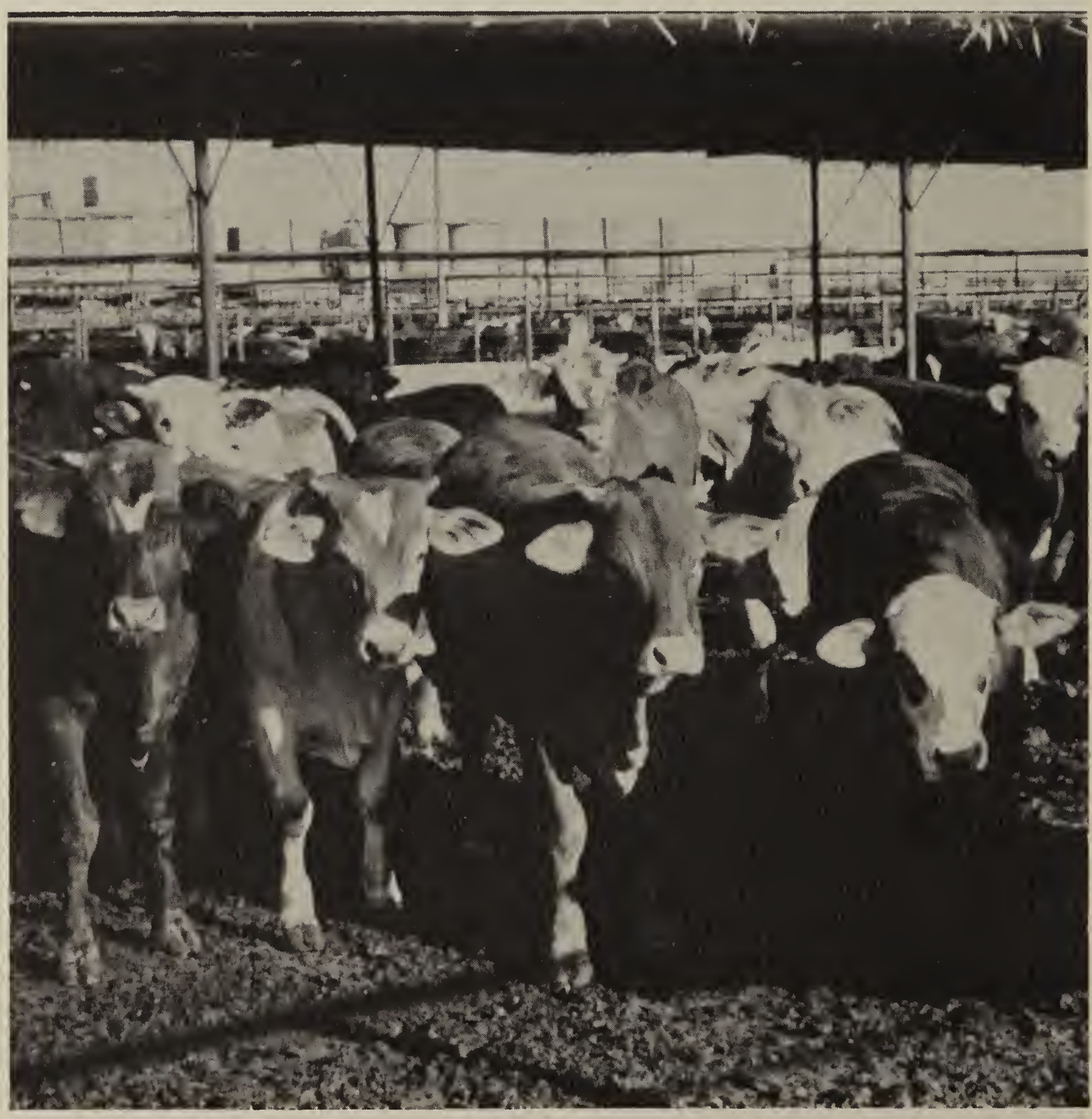
| | | |
|---|---|---|
| September 3 | Monday | Labor Day, Administrative Holiday |
| September 12 | Wednesday | M.B.A. Registration |
| September 18 | Tuesday | Instruction Begins |
| September 24 | Monday | Last day for late registration and the adding of courses |
| October 8 (a.m.) | Monday | Last day to withdraw from courses with partial refund |
| October 2 | Tuesday | Last day to petition for graduate degrees to be conferred December 1979 and March 1980 |
| October 26 | Friday | Last day to file petitions for January Ph.D. screening examinations |
| November 12 | Monday | Last day to withdraw from courses |
| November 22-23 | Thursday-Friday | Thanksgiving Recess, academic and administrative holidays |
| November 26-28 | Monday-Wednesday | Fall Quarter Examinations |
| December 3 | Monday | Fall Quarter grades due 5:00 P.M. |
| December 24-25 | Monday-Tuesday | Christmas, administrative holiday |

## Winter Quarter 1979-80

| | | |
|---|---|---|
| December 7 | Friday | M.B.A. Registration |
| December 31 | | |
| January 1 | Monday-Tuesday | New Year's, administrative holiday |
| January 2 | Wednesday | Instruction begins |
| January 7 | Monday | Last day for late registration and adding of courses |
| January 10 | Thursday | Last day for fulfilling language requirements for the Ph.D. degree |
| January 15 | Tuesday | Martin Luther King's Birthday, academic and administrative holiday |
| January 16 | Wednesday | Last day to petition for graduate degrees to be conferred in June 1980 |
| January 18 | Friday | Winter Ph.D. screening examinations |
| January 23 (a.m.) | Wednesday | Last day to withdraw from courses with partial refund |
| February 18 | Monday | Presidents' Day, academic and administrative holiday |
| February 27 | Wednesday | Last day to withdraw from courses |
| March 12-14 | Wednesday-Friday | Winter Quarter examinations |
| March 18 | Tuesday | Winter Quarter grades due 5:00 P.M. |

## Spring Quarter 1979-80

| | | |
|---|---|---|
| March 25 | Tuesday | M.B.A. Registration |
| March 31 | Monday | Instruction begins |
| April 3 | Thursday | Last day for late registration and the adding of courses |
| April 3 | Thursday | Last day for filing with the graduate committee final draft of theses for graduate degrees to be conferred June 1980 |
| April 4 | Friday | Good Friday, academic and administrative holiday |
| April 16 (a.m.) | Wednesday | Last day to withdraw from courses with partial refund |
| April 14 | Monday | Last day to file petition for Ph.D. screening examinations |
| May 21 | Wednesday | Last day to withdraw from courses |
| May 26 | Monday | Memorial Day, academic and administrative holiday |
| June 4-6 | Wednesday-Friday | Spring Quarter examinations |
| June 10 | Tuesday | Spring Quarter grades due 5:00 P.M. |
| June 14 | Saturday | 129th Commencement |



## STUDENT RECORDS

The following disclosures regarding a student's University records are given in compliance with the Family Educational Rights and Privacy Act of 1974 and are available for inspection as listed below:

a. Official academic records, including application forms, admissions transcripts, letters of acceptance and a student's Permanent Academic Record are on file and maintained in the Registrar's Office.

b. Working academic files are also maintained by each Dean of a School or College in their respective offices.

c. Records related to a student's non-academic activities are maintained in the Dean of Students Office.

d. Records relating to a student's financial status with the University are maintained in the Controller's Office.

The following types of records are excluded from inspection by provisions of the law; namely those created or maintained by a physician, psychiatrist or psychologist in connection with the provision of treating a student. A Parents' Confidential Statement of the College Scholarship Service is also excluded under this same provision.

Third parties shall not have access to education records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

A written statement on inspection policies, list of fees for copies and related information is available in each office containing student records. Complaints regarding academic records by students may be directed to the Dean of the College of School in which the student is enrolled.

The University of Santa Clara admits students of any race, religion, sex, color, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the university. It does not discriminate on the basis of race, color, religion, sex, national and ethnic origin, or physical handicap in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other university-administered programs.

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